



Currently undergoing regulatory review • Operating as independent companies



Important: Regulatory Review Period



Status

**Currently Under
Regulatory Review**



Timeline

**Earliest Anticipated
Approval:
Q2 2027**



Operations

**Completely Separate
Companies & Competitors**

What This Means During Review

During the regulatory review period, both companies operate fully independently



Fully Independent Operations

TK Elevator and KONE continue to operate as completely separate entities. Each company maintains its own leadership, strategy, and business activities.



Competing in the Market

Both companies remain active competitors in all markets. Sales, pricing, and customer engagements are handled independently by each organization.



No Shared Business Information

There is a strict information barrier between the two companies. No confidential business information is exchanged during this period.



Compliance-First Approach

All activities comply fully with regulatory requirements. Both companies are committed to a transparent and thorough review process.

Looking Ahead:

A Combined Future Built on Strength



Today

Regulatory
Review



Timeline

Earliest Anticipated
Approval in Q2 2027



Combined

One Integrated
Company



**TK Elevator Equipment &
Service Supported**

All existing TK Elevator products, installations, and service contracts will be fully supported for years to come.



**Enhanced Innovation &
Investment**

Combined resources accelerate and next-generation solutions.



Continuity You Can Count On

Customers, employees, and partners can count on seamless transitions, sustained quality, and expanded capabilities.

Key Takeaways

01

Regulatory Review Underway

The combination of TK Elevator and KONE is subject to regulatory review, expected to last at least 12 months.

02

Fully Independent During Review

Both companies will continue to operate as **separate businesses and remain competitors** throughout the entire review period.

03

Your TK Elevator Investment Is Safe

TK Elevator equipment, service, and support will continue without disruption — for years to come.

04

A Stronger Future Together

Once complete, the combined company will offer customers expanded capabilities, greater innovation, and enhanced global service.